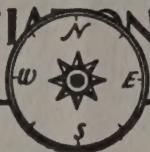


The COMPASS

AMERICAN ASSOCIATION OF SOCIAL WORKERS



July 1939

Reports from the
Delegate Conference

Volume XX

Number 9

Results of the mail vote on officers, members of the Executive Committee and Nominating Committee will be announced August 1st. A necessary interval, after the closing of the polls, is allowed for the mailing of votes from the more distant chapters.

A committee of tellers has been appointed by the President, Harry Greenstein, to supervise the counting of ballots and the conduct of the election. The Committee consists of Margaret Weed, Chairman, Mary Ellen Hoffman, and Nicholas Rezak.

This year the Association's booth was set up so that consultation among members and between members and the national staff could be carried on in an informal atmosphere, apart from sales of Association publications. Evidence of the effectiveness of the "lounge" for consultation is reflected in the extent to which it was used by those who wished to talk over problems of chapter organization, program planning, plans for regional conferences, membership matters, local and national social work problems. There is every reason to develop this resource more and more as a valid, even though limited, supplement to other contacts through correspondence and field visits; and it is hoped members and non-members will make increasing use of this opportunity.

Sale of Association publications provided a modest though not spectacular business, partly because, except for the two most recent publications noted elsewhere in this issue, there have been no new publications for some time. Such COMPASS reprints as the *Statement on Standard Employment Practices, Retirement Planning, Evaluation: An Important Aspect of Administration, Civil Service and Social Work, Some Points on Professional Standards, and Principles and Problems of Training in Public Assistance Agencies* were particularly popular.

The May COMPASS carried a statement presenting an explanation by MacEnnis Moore of New York of the activity through which a committee of five worked out a multiple slate for the national Association through petitions. By an editorial error Mr. Moore was listed as chairman of this committee which worked without a chairman and included as its other members James Brunot, Joanna C. Colcord, Genevieve Lowry and Dr. Ellen C. Potter.

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Officers

Harry Greenstein, *Pres.* Grace Abbott, *3rd V-Pres.*
Grace L. Coyle, *1st V-Pres.* Frederick I. Daniels, *Treas.*
Martha A. Chickering, *2nd V-Pres.* Leah H. Feder, *Sec.*
Walter West.....*Executive Secretary*

Assistant Secretaries: Grace F. Marcus, Elisabeth Mills
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The Delegate Conference: A Summary of Proceedings

The Delegate Conference met as scheduled on June 16th-17th, worked over reports from the Executive Committee, and not only arrived at the necessary agreements but also framed a working relationship for the membership, delegate conference, chapters, board, committees, and staff, intended to advance and combine the efforts of all parts of the Association in developing the professional program in social work.

The Conference opened with a report by the President, Harry Greenstein, on the actions of the Executive Committee during the past year in working out a number of internal problems on the relationship between the staff and the Committee. These actions as reported by the Committee were approved by the Conference.

Frederick I. Daniels, Treasurer, reported on finances.

Joseph Tufts proposed for the Executive Committee some Rules of Procedure for the Conference based on those adopted in previous years. After which the Conference went to work on the Executive Committee's Special Report on Purpose, Function and Structure, which was presented by Linton B. Swift, Chairman of a Special Committee.

The Conference resolved itself into an informal discussion meeting on this report, as published in the April COMPASS, and finally arrived at a number of compromise agreements between that plan and suggestions which had been worked out by chapters in the course of the past two years' study of purpose and structure of the Association. In its final session the Conference officially and unanimously adopted the report of the informal discussions, passed a number of By-law changes, and several special resolutions.

The By-law statement of purpose of the Association was revised to express more clearly the type of program which the Association has been carrying on. Principal changes in structure had to do with the election and composition of the executive committee, which after 1940 will be called the board of directors. The board was enlarged to include twenty-one instead of fifteen elected members and emphasis was put on guarantee-

ing both geographical spread and Association experience in the nomination of candidates. Devices to accomplish this were worked out which would not impose additional costs for the structural machinery of the Association. As a working principle the Conference endorsed a proposal that the executive committee and its successor, the board of directors, should be responsible for the program, the budget, and the definition of general functions of the Association, and the staff be responsible to the Board for the Administration of the Association's affairs.

The Conference voted against allocation of dues from the national budget for the payment of chapter delegates' expenses to the Delegate Conference. Before the sessions were over the Conference had voiced its wish that vigorous promotion of the Association's program might supplant the study of purpose and structure which the 1938 Delegate Conference had decreed for the past year. The Executive Committee meeting on the day following the Conference adjournment began plans for active program promotion which would link the chapter and committee activity to program sessions at the next Delegate Conference.

Special emphasis for the coming year was put on the need for study of membership requirements during which there would be an opportunity for a thorough consideration of all of the difficulties which have been encountered in connection with the present standards and various suggestions for modification. The Executive Committee's proposal to put emphasis during the coming year on the strengthening of chapter organization for increased field service was also approved. A subsequent meeting during the week of the National Conference on the membership issues and a meeting of chapter chairmen took the first steps along these lines.

The statement by Rev. Walter McGuinn, chairman of the Report Committee, on the actions of the informal sessions of the Conference and the By-law changes and resolutions adopted formally by the Conference, are presented in this issue of THE COMPASS.

President's Report to the 1939 Delegate Conference on Executive Committee Actions

As the first official order of business at this Delegate Conference I should like to report significant actions approved by the national Executive Committee since the last Delegate meeting in Seattle.

During the past year the Executive Committee has been primarily occupied with internal problems of function and structure rather than with program. In this connection it is interesting to note the parallel between the range of questions which are before the Delegate Conference and the complementary questions to which the Executive Committee so largely devoted itself. These particular questions relate to the respective functions and responsibilities of the Executive Committee and the national staff. There are several significant points which should be noted with regard to the examination which the Executive Committee has made of its own functions and that of the staff. One is that in the early planning for the Delegate Conference the Executive Committee took staff functions and relationships for granted. Another is that the important exploratory process which has since occurred had its rise in difficulties coming out of a staff dismissal. These difficulties brought to the fore neglected questions as to what are the proper functions of the national staff and the Executive Committee.

From December to May the Executive Committee worked through its own changing attitudes. The swing towards giving administrative responsibilities and powers to the Executive and Administrative Committees was reflected in the following motion which was passed at the December meeting: "The power of staff selection, management, and discharge shall be vested in the Executive Secretary whose action on major matters shall be taken by and with the consent of the Executive Committee."

At its last meeting held in May, the Executive Committee amended the motion passed at the December meeting to read as follows: "The appointment and dismissal of staff within

the definitions of functions and qualifications approved by the Executive Committee, shall be made by the Executive Secretary." The roll call vote on this motion was: 13 yes; 1 no; 6 absent.

Various factors had been responsible for the Executive Committee's reconsideration of its December decision. One was that further study of the staff's functions raised serious questions about the policies towards which the Executive Committee had been moving. Another was that just before its May meeting, the Executive Committee was requested by various chapters to define its policy in relation to this matter.

With the idea of further clarifying the functions and responsibilities of the Executive Secretary, the Executive Committee approved an amendment to the By-laws submitted by the Committee on Conference Proposals which reads as follows: "The National Board shall select and employ an Executive Secretary who shall be responsible to the Board for the administration of Association affairs under the program, budget and definitions of general functions adopted by the Board."

The Executive Committee also took action recommending that the name of the Administrative Committee be changed to the Executive Committee, that the meetings of the former Administrative Committee be subject to call rather than fixed at monthly intervals, and that between meetings of the National Board, it exercise all the powers of the National Board in the government of the Association. The significant thing about this statement is that the word "government" is substituted for "powers of management and direction."

At this point I should like to note that the action of the Executive Committee at its meeting last December in electing an Administrative Committee to take the place of the former appointed Ad Interim Committee effected an improvement through defining more clearly the relationship between the two. As a statement of its own base of operation, the Executive Committee accepted the definition of its own general

responsibilities, appearing in the Blue Book.* Another advance in clarifying and defining relationships was the completion of the statement on employment practices for the national staff which was printed in the May COMPASS.

I should like to direct your particular attention to the Association budget approved by the Executive Committee, and also to the statement adopted by the Executive Committee with regard to staff salaries and policies. You will find this in your Blue Book.*

And now I come to the extremely important actions taken by the Executive Committee at its last meeting with regard to the Executive Secretary. It was essential that the Executive Committee, in determining the responsibilities and powers which should be delegated to the Executive Secretary, should make its decision on the basis of sound principles of administration and that there should be no compromise with such principles because of conviction one way or the other within the Executive Committee with regard to the competence or performance of the Executive Secretary. The Executive Committee accordingly decided to make an evaluation of the Executive Secretary as a separate enterprise divorced from any consideration of the principles which should be established with regard to the respective administrative powers and responsibilities which should be vested in the office of the Executive Secretary and in the Executive Committee. Roll call vote, yes 11, no 1. The Executive Committee recognized that it is responsible to the membership for the administration and the program of the Association, and that it is under just as specific an obligation to make periodic evaluations of the Executive Secretary's performance of the functions delegated to him as the Executive Secretary is to make similar periodic evaluations of the staff responsible to him. For two days the Executive Committee at its last meeting concerned itself with this evaluation and with definitions of administrative responsibility. A special committee of five was appointed for this purpose, composed of the following members of the committee: Ewan Clague, Grace Coyle, Lillian Adler, Leah Feder, Frederick Daniels. Mr. Clague, elected Chairman by the members of the Special Committee, gave a verbal report outlining procedures for completing the evaluation. Its recommendations as to action by the Executive Committee were also reviewed

together with suggested procedure for registering the votes of the members of the Executive Committee on the Special Committee's report. The following motion was then made: that the Executive Committee approve the procedures recommended by the Special Committee on Evaluation: that there be mailed to every member of the Executive Committee the statement formulated by the Special Committee, the conclusions of the statement to be voted on by mail by every member of the Executive Committee and when so voted to be regarded as the action of the Executive Committee and to be presented by the President as part of the report to the Delegate Conference. On a roll call taken this motion was passed unanimously by the Executive Committee.

I should like to read for you the report submitted by the Special Committee on Evaluation:

The Committee on Evaluation took under consideration the charge as given it by the President together with his tentative outline of procedure. It appeared to the Committee that the process of evaluation would necessarily include not only the appraisal of functioning of the Executive Secretary but also a similar evaluation of the functioning of the Executive Committee with special reference to its relationship to the Executive Secretary. The only feasible method of procedure, because of the limited time available for its work was for the Committee to have a discussion on matters relevant to these points with each member of the Executive Committee individually. In these discussions each member of the committee was given the opportunity to present his own general statement followed by a period of questioning by the Committee to bring out further evidence or points of view. These discussions were held with ten members of the Executive Committee so that with the five members of the Special Committee engaging in these discussions, fifteen members of the Executive Committee were involved.

Following this procedure, the Executive Secretary was asked to meet with the Committee to present his views on the basic problems in the development of the Association and in relation to the functioning of the Executive Committee and the Executive Secretary. The Committee then brought up for the Executive Secretary's consideration the points articulated in the previous discussions.

On the basis of its discussions and deliberations the Committee presented to the Execu-

* See Excerpts from the Blue Book, page 16. A statement of the Association's budget may be found in THE COMPASS, March 1939, page 20.

tive Committee a general statement of its conclusions for approval and action by the Executive Committee.

Statement of Conclusions

1. That the Executive Committee in failing to define clearly the relationship between the Executive Secretary and the Executive Committee has contributed to the difficulties experienced by the Executive Secretary and the staff in discharging their responsibilities to the Association. We believe that the personnel and budget policies adopted at the meeting of the Executive Committee May 26 and 27, 1939 have established a sound working relationship between the Executive Committee and the Executive Secretary. The motions particularly referred to were,
 - (a) a motion passed to require the Executive Committee to approve qualifications and specifications for vacancies and new positions on the professional staff, the Executive Secretary to have all authority for selection of staff members within those definitions.
 - (b) a motion by which the powers and duties of the Administrative Committee were re-defined, relinquishing administrative powers previously assigned and thus reducing the number of meetings per year. The recommendations made by the Executive Committee to the Delegate Conference were changed in accordance with the above.
 - (c) a motion which adopted with some amendments the statement regarding staff functions, budget and salary policies as embodied in the draft of the Blue Book as the controlling policies of the Executive Committee for inclusion in the Delegate Conference Blue Book * and,
 - (d) a motion re-approving the budget and staff salaries.
2. After appraisal of the qualifications of the Executive Secretary, through the above outlined procedure, the members of the Special Committee recommend that the Executive Committee should without reservation advise the membership that the Executive Secretary can render and is rendering able and resourceful service in carrying out the program of the Association.
3. A periodic joint evaluation of the Association, Executive Committee and Executive Secretary is recommended as the Special Committee has discovered that this process is invaluable in identifying problems facing the Association.

In this connection, the Special Committee plans to present a supplementary report in addition to the evaluation concerning problems of organization and program which have come to the surface during this study.

Recommended Procedure

1. The Special Committee recommends that the conclusions stated above be drafted and sent to all members of the Executive Committee for formal vote of approval or disapproval by mail and that appropriate means be found for presenting their action to the membership.
2. In order that the evaluation would be complete the Special Committee believed that the several members of the Executive Committee who were absent from the meeting should be given the opportunity to participate by sending individual statements to the committee which will be added to the evaluation. On receipt of these statements, the Special Committee will proceed to make a formal detailed evaluation of the Executive Secretary and of the Executive Committee in relation to him, to be filed for use in future evaluations. The Executive Secretary will be invited to file in the same record a supplementary statement representing his individual appraisal and comment on the factors brought out in the evaluation.

The result of the mail vote of the Executive Committee on the above report was as follows:

Voting in favor.....	13
Voting against.....	5
Not voting.....	2

At its meeting held in May the Executive Committee also passed the following three very important motions:

1. That the National Executive Committee adopt the recommendation of the Committee on Chapter Organization and Programs to the effect that the "Committee on Chapter Organization and Programs, in an effort to help chapters, should assume as part of its responsibility the development of programs directed toward the orientation of new members into the Association. It is understood that such action involves close cooperation with other committees such as the National

* See Excerpts from the Blue Book, page 16.

Membership Committee sharing the responsibility, and that it should be related to all other Association activities directed toward this problem." *Carried unanimously.*

2. That the National Executive Committee accept in principle and refer to the Committee on Conference Proposals, the motion of the Committee on Chapter Organization and Programs that "criteria be set up for holding office or committee membership in the national organization; that while the Committee recognizes a number of elements which should enter in, such as fields of social work, geographic areas, different functional levels of practice, etc., it considered the following criteria as basic and constant—demonstrated competence in the profession and demonstrated interest in the chapters, as indicated by competent participation in a chapter over a reasonable period of time." *Carried unanimously.*
3. That the National Executive Committee approve the motion of the Committee on Chapter Organization and Programs to the effect that "this Committee recommends to the Executive Committee that whereas during the past year chief emphasis in program planning and budget determination has been on the Association's purpose, function and structure, the Committee believes that emphasis during the coming year should be on strengthening chapter organization and functioning; that part of such assistance to chapters should be met through increased field service by the national staff; and that since the Committee recognizes its recommendation places an increased demand upon the national staff, it should be considered with respect not only to budget and staff time, but also in relation to the full load now carried by the staff." *Carried unanimously.*

Thus far I have tried to confine myself to the major decisions of the Executive Committee during the past year. Time does not permit a more detailed statement of some of the other important questions which came up for consideration. In this connection I should note that the Executive Committee concerned itself with the report of the National Membership Committee and especially with differences in point of view which developed between the Committee on Section 6 and the National Membership Committee. A final report from Section 6 Committee is to be formulated at a later date. This is to be

related, however, to a report of the National Membership Committee dealing with the basic questions of membership requirements.

It should be a source of real gratification that the Association is being increasingly recognized as a source of authoritative knowledge and experience. Apropos of this, our relief survey is being used very effectively by all groups interested in advancing the frontier of public welfare activities. The most eloquent proof of the influence of the Association is the attack made upon us from time to time by certain groups who find they cannot discount our efforts in any other way. As an illustration—the Chairman of the Board of Welfare of one of the southern states justified his plan for eliminating professional social workers from the State Department by describing them as members of "one of the strongest organized groups in the country". In a southwestern state, politicians who were trying to defeat merit appointments were reduced to calling the AASW the CIO. The heavy-handed Chicago Tribune cartooned the social worker as one in a triumvirate with crime and politicians. Like Grover Cleveland, I think that we might very well say that we glory in the enemies we have made.

For the last two years the Association has been primarily concerned with its own problems of participation, purpose, function and structure. Most of our time, money and effort has gone into self-examination. The larger part of the Association's facilities for interchange of views has been devoted to it. Both the national and chapter programs have given it priority.

I mention this only because I think it is important for us to realize that this expenditure of time, money and effort has brought about a dislocation of other programs and activities with which the Association might have concerned itself. Nevertheless it has been more than worthwhile.

It is noteworthy that the entire history of the Association has been one of fairly continuous change. Changes in social work have roused social workers to their responsibility for taking more active part in shaping the future of social work. One of the major reasons for self-examination on the part of the Association is the concern of the membership that the Association be made the most effective possible resource to professional social workers throughout the country.

At this Delegate Conference we will consider many problems in relation to the Association's purpose, function and structure. In

our discussion we will also want to be concerned with the recommendations of the Committee on Chapter Organization and Programs for strengthening chapter organization and functioning; the demand for increasing field service by the national staff; the Executive Committee's instruction to the National Membership Committee to prepare plans during 1939 for a careful study of the membership requirements and their operation. With the diversity of purposes and opinions which are apparent in membership discussion of the requirements it is necessary to recognize the complexity of the problem and the importance of preparing for a thoughtful program of study which will not sacrifice participation to speed, or crowd other programs off the chapter and national scenes. We will also need to give consideration to the recommenda-

tion of a study of national committees by the Executive Committee.

We shall have many honest differences of opinion on many of the questions which shall be presented to this Delegate Conference during the next two days. My one hope is that we will bring to a consideration of these problems a high degree of statesmanship, and that as a result of our concentrated deliberations on common problems and common objectives, the Association will become an increasingly resourceful and creative force for the advancement of social work in this country.

HARRY GREENSTEIN

A motion to approve the actions of the Executive Committee as reported by the President was passed by formal action of the Conference.

Report on Informal Conference Discussion of Purpose and Structure Proposals

A Report Committee consisting of Alice McCabe, St. Louis; Arthur O. Morehead, Texas; Mrs. Martha Perry, New York City; Henry Zucker, Ohio; and Reverend Walter McGuinn, Boston, Chairman, presented the following report to the Delegate Conference when it discontinued its informal discussion as a quasi Committee of the Whole and formally reconvened as the Delegate Conference of the Association. The references in this report are to the Executive Committee Report to the 1939 Delegate Conference on 1938 Conference Proposals as published in the April 1939 COMPASS.

I. Regarding Association Purposes

Preliminary discussion centering around the issue as to whether the statement of purpose should emphasize priority of claims on the Association's interest or should content itself with an inclusive general objective, led to considerations of the relationship between social practice and social action. While social action received no explicit mention in the statement of the Association's major concerns, it was pointed out that action could not be separated from the functions concerned with social problems. It was moved and seconded that the statement of purpose as given on page 5 of THE COMPASS be modified to include the general purpose of social work as presented by the delegates from the New York City Chapter. The modified statement which consequently read as follows was accepted by a vote of 89 to 19:

The American Association of Social Workers is an association of social workers

meeting qualifications of education and experience, working in the area of human relationships, interested in advancing the quality of social service by means of individual and collective action in defining, promoting and protecting social work concepts and principles in the following areas: social work practice, and the advancing body of knowledge and skills required in practice; personnel standards, including professional education; standards of organization and administration affecting practice; and social problems observed in social work practice.

II. Regarding Program Activities

Discussion opened with insistence from various delegates on the necessity of incorporating some definite provisions for protective services to members in the matter of personnel grievances. It was pointed out that provisions had already been made in Number

2 wherein standards for professional personnel are given and in Number 3 wherein the employment practices for protecting these standards are outlined. It was felt that the final revision should include protection of these standards, protection of members' interests in personnel disputes. Regarding Number 4, it was again emphasized by some that explicit reference should be made to *social action*. It was moved and seconded that Number 4 as given on page 6 of THE COMPASS be supplemented by the statement on purpose from the amendments proposed by the Chicago Chapter so that the modified statement would read as follows:

Number 4. Social Problems. This would be our channel of expression of professional concern with social problems, interpreted as an overt collective attempt to improve those conditions of life which directly affect those with whom we deal in our social work practice and which come directly within our professional observation and experience. This would obviously include the improvement of social conditions through interpretation of social needs to the public at large, to legislators, and to organized groups to enlist support for the development of adequate social welfare provisions.

This change was accepted by a unanimous vote.

Discussion on Number 5, Association Operation moved into the controverted area as to whether uniformity of program throughout all chapters should be an advisable practice or whether flexibility were more to be desired. It was agreed that directions about program and set-ups should not be mandatory and do not belong in the By-laws but might be desirable as definitions of policy. It was moved and seconded with appropriate amendments covering changes of phraseology that the last sentence of Number 5 should be stricken from the statement and in its place the following citation from the Chicago suggested amendments be added thereto:

It is recommended however that each chapter should further and give priority to the major emphases in program adopted by the Association as far as feasible. It is further recommended that each chapter should appoint a committee or committees to correspond to the Divisions of the national association in the fields covered by the major emphases in program. This motion was carried.

It was further moved and seconded that Section III as a whole and as amended be adopted. This motion was carried.

III. Regarding Structure and Participation

A motion to the effect that the ultimate sovereignty shall be deemed to reside in the membership, flowing therefrom to the Delegate Conference and to the National Board was seconded and carried.

A motion urging the adoption of Number 1, page 7 "That no final action" etc., with the words Executive Committee stricken out was unanimously carried.

A motion urging the adoption of Number 2, page 7 was unanimously carried.

Considerable discussion was given to the subject of the governing body. Expressions of a desire to reduce the size of the body were made by a number of delegates. Basic criteria were urged by a delegate from New York City Chapter. Whether regional considerations should determine the composition of the board was an obvious concern. Regionalism according to some might pave the way to other abuses. Functional representation would give way to occupational representation. On the other hand it was pointed out that distant sections are virtually unknown and unappreciated by those nearer the national office. In general, those from distant sections favored the regional basis for election of board members. It seemed to your committee that considerable confusion existed regarding the meaning of regional representation. The distinction between regional representation and geographical distribution apparently escaped the attention of many of the delegates. A motion was made that one-third of the members of the governing body should be elected on a regional basis. Carried 64-31. This vote was challenged and it was voted 70 to 26 to reconsider the measure.

IV. Regarding the Governing Body

Alternative plans for the composition of the governing body were proposed by Cleveland, Indiana, New Orleans. The size of the board; the basis of election, whether through more or less regional representation; the method of electing, whether through multiple or single slates, whether by district or nominating committee, brought out varying opinions. The following measures were carried by the Committee of the Whole for the guidance of the Sub-Committee which the chair appointed to bring back to plan regarding the governing

body that would meet with the approval of the various conflicting groups.

1. Election of all 6 officers should be by the whole membership. Carried 77 to 35.
2. Sub-Committee should be instructed to provide for Nominating Committee to clear record of nominee's chapter activity with chapters of geographical area. Carried.
3. It was recommended that the Sub-Committee bring back recommendations on multiple slate. Carried.
4. A nominating committee of nine from nine nominating districts to be elected one from each district by the membership on multiple slate.
5. Accept Number 8 of page 9 with this addition that nomination by petition for an officer should require a minimum of 100 signatures from at least five chapters from at least three districts.

The following motions made by the New York City Chapter delegates were also carried:

1. The National Board shall within the broad outlines approved by the Association and the Delegate Conference be responsible for seeing that, insofar as practicable, the purposes, policies and program of the Association are carried out.
2. Addition to III—page 6
The National Board shall with the advice of the Delegate Conference, national staff, national committees and chapters recommend to chapters matters upon which major emphasis shall from time to time be placed.
3. The National Board shall select and employ an Executive Secretary who shall be responsible to the Board for the administration of Association affairs, under the program, budget and definitions of general functions adopted by the Board.

The Sub-Committee charged by the Committee of the Whole with the responsibility of formulating an acceptable plan regarding the governing body made the following motions, all of which were carried.

1. That the members of the board be elected for three year terms, nominated by a National Nominating Committee on the bases suggested in the Special Committee's report as to qualifications.

2. That the National Nominating Committee shall select names from those suggested by the chapters in each of nine districts and shall name a multiple slate for election of one member from each district by the membership at large.
3. That there be 15 regular members elected for three year terms—nine elected on a district basis, six elected at large.
4. That the Delegate Conference request the National Board to bring in a recommendation for an amendment to the By-laws looking to the reduction of number of officers of the Association, this to be acted upon at the next Delegate Conference.
5. The Board of Directors may elect from its own membership an Executive Committee of from six to eight members in addition to the chairman, to serve for one year or until their successors are elected. The President, or on his nomination, one of the Vice-Presidents, shall serve as chairman of this committee, which shall meet on call of the chairman or of three members of the committee, a majority of its members constituting a quorum. During intervals between meetings of the National Board, the Executive Committee shall possess and may exercise all of the powers of the National Board in the government of the Association, within the general policies, program, total budget, and specific directions established by said Board. All actions of said committee shall be reported to, and subject to alteration by, the National Board at its meeting next succeeding such action with due regard to the interests of third parties who may be affected thereby.

The following motions were carried in the last session of the Committee's deliberations:

1. That the National Board meet at least three times a year.
2. That the minutes of the National Board and of the Executive Committee be automatically made available to chapters.
3. That Section IV be accepted as amended.
4. That no increase in dues nor allocation from present income to national budget be provided for defraying the expenses of delegates to the Delegate Conference.
5. That the National Board be instructed to prepare for consideration by the 1940 Delegate Conference an analysis of

needed additional program as indicated in the Executive Committee's Report to the 1939 Delegate Conference and the discussions of the Conference; that it estimate the costs of these additions to program in terms of increased dues and also include in its study an examination and assessment of current activities in terms of their necessity and cost. That the National Board be further instructed to include in its consideration the advisability of a biennial instead of an annual Delegate Conference; consideration of additional regional conferences and conferences on special subject

matter; and consideration of values and costs of field service.

6. That the whole of Section V be accepted as amended.
7. That the suggestions of the Executive Committee in Section VI regarding the location of the national office be accepted.
8. That the report of the Special Committee as a whole and as amended be accepted.

This report was adopted by unanimous vote of the Conference with the understanding that the actions reported received the endorsement of the Conference.

Changes in the Association's By-Laws

The By-laws of the Association were amended by motions, passed by unanimous votes, after duly published notice, as follows:

ARTICLE II, Section 1. The purposes of said corporation are thus defined: This corporation is an association of social workers meeting qualifications of training and experience, working in the area of human relationships, interested in advancing the quality of social service by means of individual and collective action in defining, promoting and protecting social work concepts and principles in the following areas: Social work practice and the advancing body of knowledge and skills required in practice; personnel standards, including professional education; standards of organization and administration affecting practice; and social problems observed in social work practice.

ARTICLE VI, Section 2. The President, the First Vice-President, the Second Vice-President and Third Vice-President, the Secretary, the Treasurer shall be elected annually by mail vote of the membership as hereinafter provided.

ARTICLE VI, Section 5. On and after July 1, 1939, the governing body (previously known as the Executive Committee) shall be known as the National Board of Directors. On and after July 1, 1940, said National Board shall be composed of 15 members of the Association elected for three year terms, and the

officers of the Association elected for one year terms, as hereinafter provided. One of the members of said Board elected for three year terms shall be elected from each of nine nominative districts which shall be set up by the Board, and six shall be elected as members at large. At the first meeting of the Board after the first election, the Board membership shall be divided by lot into three groups, in such a way that one-third of the members chosen from districts and one-third of those chosen as members at large shall be designated to serve for three year terms, one-third for two year terms, and one-third for one year terms.

Thereafter vacancies created by expiration of terms shall be filled by the election of persons nominated in the same way (from the same districts or at large) as those whose terms expire. Vacancies occurring otherwise than by expiration of terms may be filled by vote of the Board until the next annual election, but at all times each nominating district shall be represented in the membership of the Board. Chairmen of standing committees, if not already elected members of the Board, shall be members ex-officio without vote.

ARTICLE VI, Section 6. The National Board shall exercise all the powers of the Association subject to such policies as may be established by vote of the membership as hereinafter provided. It shall determine the establishment of Association divisions and standing and special committees, provide for the administration of the finances, for the adminis-

tration of the membership requirements and for the conduct of all other business of the Association in promotion of its purposes.

ARTICLE VI, Section 7. Meetings of the National Board: The National Board shall hold at least three meetings each year at such times and places as may be determined by the President, reasonable notice thereof being given to each member of the Board. Nine members of the Board shall constitute a quorum.

ARTICLE VI, Section 8. The National Board may elect from its own membership an Executive Committee of from six to eight members in addition to the chairman, to serve until their successors are elected. The President, or on his nomination, one of the Vice-Presidents, shall serve as Chairman of this committee, which shall meet on call of the chairman or of three members of the committee, a majority of its members constituting a quorum. During intervals between meetings of the National Board, the Executive Committee shall possess and may exercise all of the powers of the National Board in the government of the Association, within the general policies, program, total budget, and specific directions established by said Board. All actions of said committee shall be reported to, and subject to alteration by, the National Board at its meeting next succeeding such action, with due regard to the interests of third parties who may be affected thereby.

ARTICLE VI, Section 9. A Nominating Committee of nine, composed of one member from each of the nine nominating districts shall be elected annually by the membership as hereinafter provided. The procedure for nomination and election of all elected officers, of members of the National Board and of elected committees shall be as follows:

A. The Nominating Committee shall solicit from the chapters in each district the names of possible nominees to fill all vacancies.

B. From among the names suggested by chapters within each district the Nominating Committee shall prepare a ballot containing the names of at least two candidates for that district's vacancies on the Nominating Committee and on the National Board; the Nominating Committee shall also place on said ballot the names of at least two candidates for each other vacancy to be filled by election from the membership at large. The Nominating Committee shall certify the ballot when completed to the Secretary of the Association who shall announce the

nominations to the membership 30 days prior to the mailing of ballots, and who shall conduct the election as hereinafter provided.

ARTICLE VI, Section 10. If presented to the Secretary within 20 days after publication of the nominations additional nominations by petition may be made for any office under the following conditions:

A. Petitions nominating district nominees for the National Board shall be signed by not less than 25 members. These members shall be from at least two chapters in any district containing two or more chapters;

B. Petitions nominating nominees at large for the National Board shall be signed by at least 50 members of not less than five chapters in three or more nominating districts;

C. Petitions nominating officers shall be signed by at least 100 members of not less than five chapters in three or more nominating districts.

Nominations so made by petition shall be shown on the ballot and designated as nominated by petition.

ARTICLE IX, Section 4. It shall be the duty of the Secretary to submit to all members and junior members in good standing, as shown by the records in the national office for vote by mail such questions as he may be directed to submit by the National Board, by vote of the membership taken at a Delegate Meeting, or by a petition signed by 100 members from at least 5 chapters. In case of questions proposed by petition it shall be the responsibility of the National Board to determine whether said questions shall be submitted to the membership by mail vote or through the Delegate Meeting. The Secretary shall prepare an appropriate ballot in such form that members may cast their votes by indicating "yes" or "no". The Secretary shall canvass all ballots which are properly marked and which are returned to the national office within three weeks of date of mailing by the Secretary; he shall submit the result of all ballots to the National Board. The National Board shall announce the result of the vote to the membership.

ARTICLE X, Section 1. These By-laws may be altered, amended or repealed by a two-thirds vote of a Delegate Meeting or by a two-thirds vote of the membership registered in a vote by mail, provided that a notice of the proposed alteration, amendment or repeal shall have been given to the membership not less than 60 days prior to the date of the vote on the question.

Resolutions Passed by the 1939 Delegate Conference

The Resolutions Committee presented the following resolutions and moved their passage:

1. WHEREAS, chapters and the membership were provided with material which made possible advanced discussion of the issues to be considered at the Delegate Conference, and

WHEREAS, this resulted in full participation by Delegates, therefore

BE IT RESOLVED, that the Delegate Conference express to the Special Committee on Conference Proposals, the national Executive Committee, and the national staff, its deep and genuine appreciation for their thoughtful and effective work in the preparation and presentation of material for chapters and the Delegate Conference. Carried by unanimous vote of the Conference.

2. WHEREAS, the public press this date reports the House of Representatives is considering a bill providing for a Federal Works Program, and

WHEREAS, this bill offers certain administrative provisions which experience has proved ineffective, destructive, and counter to the purposes for which this legislative program is designed, and

WHEREAS, the limitation of the original appropriation entails elimination of projects affecting a large group of people whose skills will thereby be lost, and

WHEREAS, these proposals are contrary to the principles and practices which the experience of the Association has proved to be effective, therefore

BE IT RESOLVED, that this matter be referred to the Division on Government and Social Work with a request for appropriate action at its Wednesday meeting in accordance with the expressed program of the Association. Carried by unanimous vote of the Conference.

3. BE IT RESOLVED, that the National Membership Committee in the interest of helping the Association to achieve its

purposes, be requested to study the whole subject of requirements for and methods of admission to membership in the Association and report to the National Board and to the next meeting of the Delegate Conference. Carried by unanimous vote of the Conference.

4. WHEREAS, questions relating primarily to structure and participation have been given due consideration, and

WHEREAS, it should be recognized that there is now need to give concentrated attention to the only justification for this structure, the fulfillment of the purposes of the Association through its vital activities,

BE IT RESOLVED, that the Delegate Conference give to the Board and staff an enthusiastic vote of confidence in their capacity to meet the responsibilities implied in its actions. Carried by unanimous vote of the Conference.

The Committee also reported that in accordance with the resolution passed Friday, June 16th, the following telegram was sent to Miss Edith Abbott:

"The Delegate Conference American Association of Social Workers meeting today in Buffalo learned with profound regret of serious illness of distinguished colleague Grace Abbott and takes this means to express affectionate regard and earnest hope for speedy recovery.

Harry Greenstein, *President.*"

LAURA DEITZEL

LEAH FEDER

ARTHUR GREENLEIGH

MRS. JANE JUDGE

ORVILLE ROBERTSON

MRS. SAVILLA SIMONS

MARGARET WAGNER

ELIZABETH WISNER, *Chairman*

Note: Mrs. Simons reported for the Chairman.

Association Meetings During the National Conference of Social Work

Actions of Division on Government and Social Work

Pointing to "a vital flaw" in the Social Security Act the Division on Government and Social Work has renewed its efforts to have the act amended to give the Social Security Board authority to require merit selection of personnel in connection with its power of approval of state plans.

The Division met at Buffalo on June 21st; drafted a statement to be sent to the Senate Finance Committee; and secured the cooperation of a number of agencies at the Conference in the effort to get the needed Board powers included in the amendments before Congress.

The Association's statement noted that all the reasons and arguments for a merit system were applicable in bringing about economical and effective administration of the important Social Security programs. The Committee also called attention to the difficulties, of which there have been ample evidence in many states, which grow out of the lack of specific powers. As the act now stands, the statement said:

The absence of a merit provision has in several states meant that the very persons for whose benefit the laws were designed have been subjected either to loss of benefits by withdrawal of federal funds under the "proper and efficient administration" clause as a last resort, or to a continued low level of service. The Board is inevitably loath to invoke this power when its use falls most heavily on innocent persons. Federal government and state and local units invite the distrust of citizens when public funds can be dispensed with no assured controls. The federal government is in a position to remedy this situation by a very simple provision that does not in any way interfere with the rights of states and local governments. There is no suggestion that the federal government should make any state or local appointments. The provision requires only that a plan for selection of personnel be developed in each state.

The Division also urged the Senate Finance Committee to lift the limitation on government participation in the aid to dependent children program, referring particularly to the maximum grants of \$18 for the first child and \$12 for each successive child in the

family. It was pointed out that a grant to a family of two children and a mother is limited to a total of \$30 per month, or \$10 less than the amount to the individual aged or blind person which is payable with federal participation under the provisions as passed by the House. The Division urged the elimination of maximum figures, or as an alternative, the raising of the limits to amounts which would "safeguard health and social well-being."

Action was also taken by the Division regarding the WPA appropriation which was then pending in the Senate, urging that the Appropriation Bill as passed by the House be amended to eliminate the rule arbitrarily rotating employment regardless of the availability of jobs or of relief and the restoration of projects eliminated by the House Bill; and urging that the appropriation be materially increased. The Division pointed to the findings of the recent AASW survey in support of the need for adequate funds and flexible provisions for the administration of the act.

The food stamp plan now being tried experimentally in six cities in relation to the relief program was also under discussion by the Division. Miss Kahn, chairman, and members of the staff had been in consultation with the federal officials in charge and the Division had been invited to suggest a basis for studying the experimental operation of the plan from the point of view of client needs. Arrangements are now under way for studies of the operations of this plan by the Charity Organization Department of the Russell Sage Foundation, the American Public Welfare Association, and the American Association of Social Workers,—the three studies to be co-ordinated. The chapters of the AASW will participate. These studies may be valuable for the use of the government and also for social workers in connection with the possible extension of the food stamp plan on a country-wide basis.

Josephine Roche discussed with the members of the Division the problems in connection with the passage of the health measures before Congress; Jane Hoey discussed problems of administration in the Bureau of Public Assistance; Edith Foster the WPA issues; and Alden Bevier and Sarah James of Rochester, the food stamp plan as it was

evolving in the initial experiment in that city.

Meeting on Membership Questions

In general anticipation of the comprehensive study which is to be initiated into the membership requirements and methods of admission to membership, a meeting was held in Buffalo on June 21st at which Florence Sytz, chairman of the National Membership Committee, invited discussion of problems in the present requirements. Approximately 65 representatives from chapters were in attendance and engaged in lively debate on questions which had emerged either in chapter membership committees or chapter meetings. The discussion furnished ample evidence of the range of issues which the membership sees involved in membership requirements and was also indicative of the variety of approaches which may be necessary to provide the ground desired for later, considered decisions on the membership policy of the Association.

Much of the discussion focused about a concern expressed by some of those present to broaden the base for membership to include more personnel from new or greatly expanded fields or from fields whose workers lack professional education. There were sharp differences of understanding as to whether the present requirements of the AASW actually do discriminate in favor of case work experience and education and as to whether the professional schools of social work educate for social work or for practice in case work. Some of the arguments advanced about the necessity for including in the AASW a larger representation from the various fields placed a value on greater numbers which others in attendance at the meeting disputed. The discussion of a broader membership base revolved at times about various suggestions as to how this might be achieved and provoked proposals for different kinds of inquiries which it might be well to make to obtain facts about desirable persons who are now excluded. One chapter reported that in preparation for further study it was gathering material on the history of membership requirements in the Association and collecting the various questions which might be actively pursued to clarify issues. In comment on problems of professional education suggestions were made about negotiations which might be started with the schools in the interest of developing a more clearly generic base. Strong opinions were expressed by some members about the necessity for further developing standards of competence

as essential to a professional organization and the issue of membership standards was defined as one directly related to the purpose which the members of the AASW want the AASW to achieve.

The discussion was useful in revealing various avenues for exploration as well as differences of opinion which arise from different conceptions of education, of the conditions prevailing in the specific fields, and of the methods which the AASW might adopt to gain varying ends. The questions raised will be carefully considered among others to be recommended to the chapters for progressive study involving many phases of the Association's future program.

Division on Employment Practices

The Division on Employment Practices met at breakfast for its one meeting during this year. In the absence of Miss Lillian Adler, chairman, Miss Marian Russell, a member of the Division's Steering Committee, presided. Eleven members of the Division were present.

Material had been prepared on current chapter activities on employment practices and the types of problems and questions which seem of paramount concern at this time. Of particular interest and needing immediate attention are the Association's role and method of procedure in employment situations where controversies arise. Within the Division's present assignment are also such complex questions as merit system selection of personnel, evaluations, the relation of employment practices to external controls in social work, and definition of the Association's concern with employment practices for the clerical as well as professional staffs.

Because of limited time the meeting in Buffalo was devoted to a general consideration of these problems, how they might be approached and what related materials would now be available for study. There was also discussion of how the Division itself might be organized to promote the most effective use of the great amount of work going on in the chapters and how the Division might be related to that chapter activity. The suggestions and recommendations from this meeting will be passed to the incoming Division and to the National Board for use in outlining and developing future programs.

Meeting of Chapter Chairmen

About 28 members, chapter chairmen and others interested in chapter organization and administration, met together on June 18th, with Miss Margaret Wagner, chairman of the

Committee on Chapter Organization and Programs, presiding.

Discussion of the wide variety of problems which arise in developing chapters into effective Association units for membership activity brought out both need and desire for regular planned meetings of chapter chairmen, preferably at the time of delegate conferences. A suggested plan was projected for a three or four-day delegate conference which would include an Association business meeting, conferences on the various subjects which are of concern to the Association, and possibly a one-day session devoted to problems of chapter organization and administration. Members present at the meeting endorsed this suggestion with enthusiasm and passed a motion recommending that such a plan be considered by the National Board.

Many organizational and administrative problems were touched on by representatives of the several chapters: how best to orient the new member to the Association's purposes and opportunities? What to do about the member who does not participate? How

to determine the program for the monthly chapter meeting? How can a statewide chapter so organize itself as to overcome the difficulties due to its large territory? How can there be an ever increasing sharing of chapter experiences?

Even in the brief time available for this discussion there began to emerge, out of the breadth of chapter experiences, differences in local problems and difficulties in chapter organization and more and more awareness of the importance of chapter organization and administration in developing which a national committee like the Committee on Chapter Organization and Programs can be of real assistance to all chapters.

Several suggestions were made regarding services and materials which will be useful to the Association's committees and the national staff, and to the chapters also in seeing their part in and responsibility to a national organization. It is hoped that, whatever the program of the delegate conference, provision can be made regularly for a meeting devoted to these chapter problems.

Excerpts from 1939 Blue Book

The "Executive Committee Statement of Organization and Budget Policies," commonly called the Blue Book, was especially prepared for the use of delegates to the Delegate Conference. It contains the Executive Committee's definition of the policies which in its opinion should determine the Association's practices in relation to national staff, use of committees, and investment of budget. Since its limited quantity renders the Blue Book difficult of access to individual members, these excerpts to which Mr. Greenstein refers in his Presidential Report are presented here.

Executive Committee Responsibilities:

Some of the general responsibilities of the Executive Committee are:

Selection of activities appropriate to the kind of organization and the resources available.

Development of a plan of operations by which activities can be carried out. This includes the employment of the Executive Secretary, and general plan of staff organization.

Authorizing the necessary committees, and giving general direction to their efforts; receiving and acting on their reports; correlating the work of the various committees.

Aiding in the organization of chapters and in stimulation of their programs and activities as a means of securing membership participation and development of local activities.

Planning the methods by which the various parts of the Association may be linked together and sensitized to the needs and possibilities of professional development arising in practice; development of means of communications with the chapters and members; including general responsibility for conferences, THE COMPASS, and various means by which the staff and committees establish the essential contacts.

Planning the activities of the Association in relation to influencing public opinion, and to cooperation with other forces with parallel interests.

Generally directing the development of membership policies and interpretation of membership requirements.

General supervision of administrative routines with respect to keeping membership

lists, collection of revenues, financial accounting, and the business side of operating the Association.

Making the necessary decisions concerning the relative importance of various activities, and the budget decisions necessary to carry out the program.

How the Executive Committee Operates

In the early history of the Association it was determined that the Executive Committee should be composed of members from various parts of the country. Its responsibilities, however, required its members to meet together. These two requirements, if met, established a cost of meetings. Unwilling to restrict its activity to those able to finance their own attendance, the Association adopted the policy of bearing the necessary costs of travel for Executive Committee meetings.

From the beginning of the Association it was known that the program would require the Executive Committee to employ a staff to carry out administrative and program functions which could not be discharged through its own changing volunteer services and its own discontinuous and general relation to the internal operations which would have to be set up. In the Association as in any organization recognizing professional standards, efficiency in administration demands that a board recognize the difference between its relation to the service to be rendered and that of the executive who has more intimate knowledge of the problems involved and has a distinctive responsibility for seeing that:

(a) administrative and program functions are carried out and are properly related to each other; (b) professional knowledge and skill are applied to and further developed in the staff's operations; and (c) professional discretion is exercised in the performance of tasks specific to the agency, whether or not under explicit delegation from the Board. The Executive Committee relies primarily on the competence of staff for necessary knowledge of the present status of administration and program and depends on the Executive Secretary for information and recommendations about problems, needs, and policies which call for its deliberation and action. The Executive Committee is accountable for seeing that the responsibilities which it delegates are efficiently discharged by the Executive Secretary and requires as assurance of this efficiency adequate statements of facts pertinent to administration and program, satisfactory analyses of problems and issues requiring its attention, and reports on questions of policy and procedure which call for its consideration.

Staff Functions

The following are some of the general and specific functions which the staff is required to perform:

For the Executive Committee:

1. To administer the essential operations of the central office including: examination and report on all applications for membership, resignations, reinstatements, and all special as well as general matters relating to membership; keeping addresses of all members; collection of national and chapter dues; bookkeeping and accounting; preparation, sale and distribution of publications and material; making and keeping records of committees; reporting to chapters on all matters relating to membership, addresses, dues, etc.; and to analyze, report, and make recommendations for Executive Committee deliberation and action on needs and problems in relation to these administrative operations.

2. To present suggestions for new or further developments in Association program to the Executive Committee. This function requires staff to

Identify problems in social work calling for Association activity, assembling from appropriate sources information about their nature, extent and importance;

Formulate preliminary descriptions of these problems, analyze the issues involved and propose methods for attacking these issues;

Estimate Association fitness and resources for taking up particular problems.

3. To carry out specific directions and to keep the Association's activities moving in line with general operating policies. This involves:

Utilizing thorough working knowledge of the Association's policies and actions, and interpreting them in their application to a broad range of problems and activities;

Providing the Association with continuity of knowledge of Association affairs and Association experience with the promotion of the professional organization, supplementing the work of officers and committee members who change from year to year and whose experience with the program and problems of the Association is on a voluntary basis, and without

the advantage of full time and continuous service.

4. To keep track of the interests and activities of other groups and organizations, governmental and otherwise, and work out appropriate channels for clearance and cooperation on issues of common or independent concern.
5. To analyze and report to the Executive Committee for its consideration and decision questions about policies or procedures arising in the course of staff operation.
6. To maintain the permanent continuous base for Association work within given areas through keeping contact with developments and issues of established or potential concern to the Association, promoting interchange of information and experience, and rendering advisory service to members and groups in the Association on matters relating to past and current activities.

For Other National Committees:

1. To work on a basis of joint planning with committee chairmen, providing them with pertinent information about committee assignments in terms of their nature and purposes and the bearing of established policies upon them.
2. To collect materials facilitating study and action by committees on the problems involved in their assignments.
3. To keep track of new developments or factors in problem areas of social work, reporting these to the committees as they come to the staff from various sources in the Association so that the committees may take them into account in working on their assignments.
4. To be aware of the lines of development in the work of the various committees and if vagueness or contradictions develop in the direction which their assignments or activities take to report promptly to the Executive Committee for further clarification.
5. To identify in the chapters persons possessing peculiar knowledge and experience of particular problems and peculiar competence and interest in pursuing study and action on these problems in order that the Association may recruit for officers and committees those who may serve most efficiently.
6. To assist committee chairmen in facilitating committee activity and in reporting back to the Executive Committee on

the progress and status of work on their assignments.

For Service to Chapters:

1. To maintain relationships with chapters and, in so far as possible, individual members; to find means of relating the work of chapters to the programs of committees, etc.
2. To serve as a clearing center for materials from and experience of chapters, as these are needed for reference by other chapters and members.
3. To advise with chapters regarding problems of chapter organization and administration.
4. To make available to chapters, chapter committees, etcetera, the experience, thinking and material available from other sources in and outside the Association.

General Functions:

1. To interpret the Association's purposes and activities to the membership and to the public.
2. To represent the profession or to arrange other representation in connection with agencies and interests which parallel those of the Association and which approach the Association increasingly as the available point of professional contact.

Budget Policies

In applying available resources to the advancement of the purposes of the Association, operating policies, related to the particular characteristics of the Association are involved, such as:

1. Operations of the Association are on a nation-wide basis. The purposes of the Association require cooperative efforts of social workers in all parts of the country directed to the development of practice and standards, and the improvement of social work services. As a national organization provision is required in the budget for the cost of nation-wide participation in the program as broadly as means allow, adding thereby certain expenditures which would not be necessary in a local organization.
2. In addition to the promotion of standards on a nation-wide basis, the Association has found it economical to center responsibility for the administration of organizational services in the national

Association, such as membership administration, lists of members and collection of dues. Adequate provision for maintenance of such services is required in the budget, entailing expenditures peculiar to a membership association.

3. Chapters are recognized as important and necessary units of organization, of membership participation, of contact with the interests and activities of the membership, and channels through which program activities of the Association reach the membership. This organizational policy is reflected in the budget, as necessary provision is required for active contacts with the Association's chapters on organizational and program matters.
4. A professional association looks for its real achievements to the professional work of its membership. This essential principle of participation requires that operations be planned around a central core of activities which involve the problems which members encounter and in which they can participate. Many special projects, involving research, publications, legislative work and other activities have been considered but the Executive Committee has adopted into the program only those which could be grafted onto the central activities without detracting from the reasonable balance of total services. The budget under this policy is required to sustain increasingly useful means of communication throughout the Association as the basis of its program.

Staff Salary Policies

It has been the accepted policy of the Executive Committee that the quality of staff personnel is the major factor in administration and development of program.

The Executive Committee has acted on the generally accepted professional principle that personnel should be selected on the basis of special competence to meet the demands of the work to be performed.

The staff is required to represent the continuity of Association experience and development and to assume responsibility for keeping the direction of policy and program clear since participation of individual members in the Association's affairs is changing and partial.

Because the Association operates on the boundaries of social work's established knowledge and expertness, its staff must possess the ability to utilize a broad professional con-

tent in work on new problems and to draw from the various fields of social work practice and experience whatever is pertinent to understanding and meeting these problems.

The responsibility for original thinking, for furnishing guidance to a membership engaged with unsolved or unsettled questions, and for organizing in usable form the products of the membership's work demands that in the selection of staff emphasis be put on special capacities for leadership, initiative and resourcefulness.

For these reasons the Executive Committee believes that staff personnel in the AASW has to represent that for which the Association stands in professional attainment.

The Executive Committee has advocated the application of the principle that the salary scale should be such as to obtain the quality of competence demanded by the tasks to be performed.

The Executive Committee has believed it important that the Association not reduce its salary scale by seeking a "low wage" area for the location of its office since the principle of geographical differentials in salaries is one which should be recognized as opposed to the general improvement of professional salary standards.

The investment of budget in salaries has been based on the Executive Committee's conviction that in finding a balance between expenditures for staff service and expansion of activities emphasis must be kept on the degree to which the effectiveness of all activities depends on the quality of the staff service which is available to promote and guide them and to maintain their relationship to the central core of the Association's program. The Executive Committee has pointed out that maintaining a reasonable balance between staff remuneration or salary increases and the expansion of activities is an important professional principle in all social work employment and should be regarded as important likewise by the management of the Association.

Important economies have been effected in the administration of the great number of details involved in the membership work, lists, dues collection, correspondence, chapter material and records, through the evolution of procedures and their operation by experienced and competent members of the clerical staff. This process has required that for some of the more experienced members of the clerical staff a special job classification and salary range be set up and has made possible a reduction to the minimum of cost to the Association of the time of the professional staff.

Dorothy C. Kahn Joins the Staff

Dorothy C. Kahn, president of the Association from 1934-36 and one of the most active members of the Association since its beginning, will join the staff of the American Association of Social Workers as an assistant executive secretary on September 1, 1939.

Miss Kahn has played one of the most prominent parts in developing public welfare services during the past eight years. The more intensive pursuit of the Association's program in relation to public welfare services has been approved by the Executive Committee, and the employment of Miss Kahn is in line with the Committee's conviction that this program demands a person of the highest qualifications as to professional experience and standing in the public welfare field.

Miss Kahn has been active in two of the chapters. She was one of the organizers of the Maryland Chapter and has since then been active in both the Maryland and Philadelphia Chapters, serving a term as chairman of the latter. In addition to her term as president, she has held positions in the national organization as follows: secretary and member of the Executive Committee, 1926-28; vice-president, 1931-32; chairman of the Division on Government and Social Work, 1937 to date; Nominating Committee, 1929; and has served several terms on the Executive Committee by virtue of these offices.

Miss Kahn started her professional career as a visitor in the Chicago Jewish Social Service Bureau; became executive director of the Jewish Social Service Bureau of Baltimore; and later, executive director of the Jewish Welfare Society of Philadelphia. She was appointed the director of the Philadelphia County Relief Board when it was established and was later director of the Philadelphia County Board of Assistance until September 1938. During the past year she has been resident consultant in the Study of Professional Education for the School of Applied Social Sciences at Western Reserve University in Cleveland, and more recently, research associate in the Study of Education for the Public Social Services which was undertaken by the American Association of Schools of Social Work. Miss Kahn has been a lecturer in social administration at the Pennsylvania School of Social Work for the past five years; and is a member of the Committee on Social Security of the Social Science Research Council. She was chairman of the Sub-Committee on Employment and Relief of

the President's Committee on Economic Security, and at the last International Conference of Social Work was rapporteur for the United States for the Section on Treatment of Unemployment. Her report at this Conference, *Unemployment and Its Treatment in the United States*, was published by the Association.

Miss Kahn will be particularly engaged in the program which has been developed by the Division on Government and Social Work in connection with federal social legislation, and also with the programs of chapters in connection with state and local public welfare services. The staff, however, welcomes in Miss Kahn more than a specific knowledge and experience in public welfare. To the Association's concern in public welfare services and to the total staff operation she brings the basic conviction about professional values and the professional future which is required in the Association's job of developing an integrated whole out of what are still incomplete parts.

Mrs. Helen Hardy Brunot, who accepted a temporary appointment last winter as secretary of the Division on Government and Social Work, left the staff on May 15th to take a permanent position with the Welfare Council of New York City. The Association is indebted to her for able and energetic service.

WALTER WEST

Personnel for National Committees

According to the practice which was established several years ago, a bulletin was sent to the chapters on June 15th, requesting assistance in building up a resource file of suggestions for membership on national committees. This resource file is used by the President of the Association in making appointments; and also is available to the national Nominating Committee. Several chapters have already sent in suggestions and it is hoped many more will assist the national Association in this way. The memorandum to the chapters points out that suggestions may best be made in relation to the present assignments to the various committees which are contained in the Handbook for Chapter Chairmen.

The bulletin also notes: "The need for criteria for membership on national committees and for holding office in the national Association has been brought out a number

of times, and recently by both the Committee on Chapter Organization and Programs and the Special Committee on Conference Proposals. The Committee on Chapter Organization and Programs, according to its report which is now in your hands, has recommended that interest and participation in chapter activities be established as one of the basic criteria. The reason for this as a basic criterion lies in the importance of developing membership on national committees as a more and more dynamic channel between the chapters and the national Association for exchange of ideas and experiences, and this can only be accomplished through the members themselves.

"Membership on national committees is an important way of getting before the national Association the activities and problems of the chapters. It is considered as national, and not as representing a particular chapter. Appointments are made with a view to drawing in as many different kinds of experience as is possible within financial and other limitations."

Facts About Refugees

"Probably as important as the work of caring for refugees is the work of gathering information regarding the problem," writes Harry Greenstein in his report of the reorganization study which he recently made for the National Coordinating Committee. In recommending the development of a department of information and research, Mr. Greenstein assigns as one of its fundamental tasks that of assembling "comprehensive material on the life, the movement and adjustment of refugees in this country; their absorption into communities in which they settled; the attitude of the community and its members toward them; their economic status; their problems, etc. Almost of equal importance is instruction and guidance to communities and individuals, not only as to their attitude but as to their actions in connection with refugees.

"A third prime function of this department is to make the facts of refugee life in America available both to Jewish and to non-Jewish communities, so that there can be no misapprehensions.

"The lot of the refugee in America is one of deepest concern to the four and a half million Jews already here, both from the humanitarian urge to aid the persecuted and because of the reaction it can have on those already residing here. There is possibly no

subject on which there is more misinformation and which has lent itself to more misinterpretation than the subject of refugees. There has been no central policy devised as to refugees, made available to all the communities of the country so they can work in a common manner on the problem, avoiding grave errors which arise either through lack of knowledge or through over-enthusiasm in expression of sympathy, which may plague the Jewish community resident here.

"The refugee problem is not one that can be met merely by money or sympathetic enthusiasm. The placement of the refugee in such position so that he can be self-supporting and an addition to the general community life, on the one hand, and to accomplish this without dislocation of the existing community life on the other hand, is a problem that requires knowledge and continuous study. The results should be made available to every community, and through the individual communities to every individual who is interested in the refugee and the refugee problem, so that such communities and individuals may have the benefit of a program which constructively will take care of the refugee without destructive repercussions.

"A common misconception that 27,370 refugees from Germany alone, annually, may displace 30,000,000 American workers, shows how neglectful we have been in educating ourselves and others to the obvious. Among the 27,370 German refugees, constituting our annual quota, there are dependents, old people and children, who become added consumers to the community. A minimum of the emigres are workers. This one phase alone is here mentioned because it so dramatically illustrates how this department should have available to it all data as to the life and doings of the refugee, and in turn may make it available to others.

"There are also matters of national policy which should be made known to local communities and individuals, such as responsibility involved and the obligations which follow the signing of affidavits."

In a paper delivered at the National Conference of Social Work Mr. Greenstein presents some of the "Refugee Realities"* which it is important be kept clear. Four major misconceptions have found wide circulation. One of these is that refugees are entering this country in unprecedented numbers. Another is that the increased unemployment

* This paper, along with one of Hertha Kraus on "Experience with Refugee Services" will be available in mimeographed form from the American Public Welfare Association.

problem created by this immigration represents a grave danger to the national economy. Rumors are prevalent that refugees are throwing thousands of American workmen out of their jobs and also that they are immediately applying for public relief and becoming public charges. Mr. Greenstein provides facts which dispose of these stories, discusses the work of the private refugee organizations which are providing for the group who require relief or service, and comments briefly on the Wagner-Rogers Bill. The paper will be extremely useful to those who are aware that one of the most serious difficulties presented by the refugee problem is that of preventing an ugly recoil of prejudice upon its victims.

The Cleveland Chapter Launches a New Association Publication

The Cleveland Chapter, as reported in previous issues of *THE COMPASS*, has been directing some of its energies toward developing a better understanding of social work by the community and the public. A recent enterprise, just off the press, is a Bibliography on Lay Participation.*

Conceiving the relationship between lay people and professional workers as a partnership and education of professional workers in the use of services of laymen as an essential, the Chapter's Committee on Lay Participation† explored existing written materials, and finding no comprehensive listing, set about the task of compiling a bibliography. The Chapter in developing this bibliography, and the Association in publishing it, hope that members and others, struggling with the problems of partnership will avail themselves of this thorough-going compilation.

References, all of which were read by the Subcommittee on Bibliography‡ are to "material of interest to the professional social worker who is responsible for volunteers and boards" rather than for use by volunteers. Included by the Committee in listing references from 1925 to June 1938 are those considered significant because of their historical value as well as those considered representative of current thinking. References containing bibliographies have been noted; books and pamphlets are listed separately from periodicals.

Grace Abbott

Grace Abbott, whose death on June 19th took from the ranks of professional social workers one of their most outstanding leaders, has left to social work in general and public welfare in particular a dual heritage, monumental tasks well done, and a method of work uniquely her own.

No less important than her achievements is the record of her incisiveness, imaginative-ness, and fearlessness. Social workers will remember Grace Abbott not only for what she did but also for the way she did it. She was to an unusual degree both realist and idealist. As realist she could take things as they were, work by methods she knew, and accept, for the time at least, the gains which at the time appeared to be possible. As idealist Grace Abbott remained ever dissatisfied with social conditions and social services that brought less than full justice to the nation's disadvantaged groups.

The record of achievements runs from Hull House to Geneva, her longest service being that to the Children's Bureau—as director of the Child Labor Division from 1917 to 1919, and as chief of the bureau from 1921 to 1934. If any among her many accomplishments were to be singled out as more important than others, social workers would undoubtedly point to her work in developing, raising, and helping to gain acceptance of higher standards of professional service on the part of those who administer, or in the long future would be administering, social services. That Miss Abbott, too, thought this work of first importance was evidenced by her leaving one of the highest social work positions in the nation to go to the University of Chicago as teacher of public welfare administration and editor of the *Social Service Review*.

Because of her deep interest in the *Review* and her faith in its ability to help in the fight for better social services and improved administration of those that exist, it is appropriate that the memorial being established by her friends should be a fund of \$40,000 or \$50,000 to endow the *Social Service Review*. Such an endowment will not only provide needed financial support for the *Review*, but will also help to promote among students, social workers, administrators, public officials, and the public at large, an understanding of issues upon which depend the more adequate development and better administration of the nation's social services which Grace Abbott worked long and effectively to improve.

DONALD S. HOWARD

* Available from the AASW, 130 East 22nd St., New York City, 10¢ a copy.

† Mrs. Hazel Jackson, Chairman.

‡ Mrs. Laura S. Farmenter, Chairman.

Dr. Carl C. Carstens

On July 4th the field of child welfare lost an outstanding leader by the death of Carl C. Carstens. Mr. Carstens had just resigned from the directorship of the Child Welfare League where since 1921 he had been prominent in the national movement for improved care for children and for more effective legislation. As the maker of innumerable surveys and an indefatigable field worker, Mr. Carstens possessed wide knowledge of his field and was known to children's agencies in all parts of the country as a source of unstinting counsel and support.

In 1927 Mr. Carstens represented the United States in the Pan American Child Welfare Congress in Havana. In 1930 he served as chairman of the section on handicapped children of the White House Conference on Child Health and Protection and recently was active in committee work preparatory to the White House Conference in 1940 as well as in the work of the Non-Sectarian Committee for German Refugee Children. His loss is a loss to social work of one of its most notable reservoirs of conviction and devotion.

Martha A. Bonham

The death of Martha Ann Bonham, chief of the Bureau of Child Welfare Services in the South Carolina State Department of Public Welfare, on May 28th has deprived the South Carolina Chapter of the American Association of Social Workers of a valued member. In a tribute to Miss Bonham, the Chapter states: "Her attractive personality, her steady qualities of womanly character, her sane and intelligent approach to the problems with which she had to deal, her fine spirit of loyalty, and her warm-hearted devotion to the cause of child welfare marked her life as one of rare service and value to her state and its people."

1939 Relief Survey

Summarizing the information supplied by chapters on the relief situation, the Association released a report of its relief survey May 31st. Copies of the report were sent to members of committees of the House and Senate, to chapters, and to newspapers.

News and editorial use of the facts about low relief standards and inadequate organization of relief forces in the country reflected continuing popular interest in facts about relief. Radio news commentators reported on the survey and Senator James J. Davis, of Pennsylvania, arranged to have the entire report printed as Senate Document 80. The public reports of the survey have brought a lively demand for copies from many kinds of sources.

Data for the survey came from 35 states and Hawaii and Puerto Rico, and were supplied by 52 of the Association's chapters, and by members in non-chapter areas.

As in previous surveys made by the Association, the evidence was supplied from various parts of the country showing inadequacies of relief standards and practices. The total picture as presented by the Association evidences an argument in itself for grants in aid by the federal government to the states for general assistance.

Mrs. Helen Hardy Brunot, while on the staff of the Association, was in charge of the survey, with the special assistance of Dr. Helen Jeter and Don Howard, of the Division on Government and Social Work. The Association also had the assistance of Thomas H. Hoare, formerly of the staff, in preparation of the newspaper releases.

The Association's *Statement About Standard Employment Practices* is no longer for free distribution. Approximately 14,000 copies of this *Statement* have been distributed free of charge since January 1937 when it was reprinted from THE COMPASS. A charge of 10 cents a copy was put into effect May 1, 1939.

